



DEPARTMENT OF THE ARMY
SOLDIER RECORD DATA CENTER
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REPLY TO
ATTENTION OF

AHRC-EB

14 October 2006

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command, Attention: ATTG-P, 3 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commander, US Transportation Center, Fort Eustis, VA 23604

SUBJECT: Career Management Field (CMF) 88 Review and Analysis

1. Reference: Memorandum, HQDA, DAPE-MPE-PD, 3 October 2006, SUBJECT: Memorandum of Instruction for the FY07 Master Sergeant Selection Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 88 submits this Review and Analysis to assist you in executing your duties as the CMF 88 proponent.

3. Competence Assessment of Promotion Zone (strengths and weaknesses).

a. Performance and potential. The overall quality of the Transportation Individual Board Records (IBRs) was superb. Soldiers in CMF 88 are actively seeking challenging jobs and performing to standard. The majority of NCO files reviewed showed a strong performance in leadership and operational positions. On average, Soldiers served a minimum of 18 to 36 months in these positions. In addition, a good number of Soldiers showed exceptional performance in 88Z positions as first sergeant or operations sergeant. The panel is confident that the best NCOs in CMF 88 were selected for promotion.

b. Utilization and Assignments (particularly in PMOS). The panel assessed that CMF 88 NCOs utilization is within the Transportation Branch CMF assignment path. In addition, the Global War on Terrorism has afforded other opportunities for Soldiers to work in positions of higher responsibility. On average CMF 88 Soldiers performed well in combat assignments and moved to a variety of assignments at their current and previous grade. Across CMF 88, NCOs sought out TC and Army high-risk/ challenging assignments. The assignment that CMF 88

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NCOs faced that was the most challenging was recruiting. Overall, those NCOs that served as a recruiter or station commander had average or lower than average reports.

c. Training and Education. CMF 88 NCOs demonstrated a strong willingness to attain civilian education. Many of the Soldier's files revealed completion of an associate's or bachelor's degree. This was very positive as education was viewed as an indicator of competence and commitment.

d. Physical Fitness. The overall physical fitness of CMF 88 NCOs was superb. Given the high optempo and repetitive deployments many NCOs scored on average an APFT score of 270 or above. These scores are a good indicator of our NCOs ability and willingness to lead from the front.

e. Overall Career Management. Career management starts with the individual Soldier! The board saw a trend of some NCOs working back-to-back TDA assignments while others managed to seek and consistently get the tough jobs in tactical units. It was understood by the board that Soldiers in MOSSs 88H, 88K, and 88L are limited to a select few duty locations. However, the board was impressed that many Soldiers from these types of MOSSs took jobs in the TC or Army high risk/ challenging assignment list and did very well in order to stay competitive.

4. CMF Structure and Career Progression Statement.

a. MOS Compatibility within CMF. A consistent trend noticed during the board was the assignment history among the 88H, 88K, 88L, 88M, and 88N MOSSs. The board was impressed by Soldiers that took positions outside of their PMOS to remain competitive and broaden their knowledge and leadership base.

b. Suitability of standards of grade and structure. The standards of grade and force structure are appropriate and compatible with other CMFs on the panel.

c. Assignment and promotion opportunity. There are adequate opportunities to serve in the most challenging positions within the CMF and to attain subsequent promotion to MSG.

d. Overall health of CMF. The panel members believe that CMF 88 is healthy and competitive with other CMFs.

5. Recommendations.

a. Competence. On average raters and senior raters did not provide a clear picture of overall performance and potential. Additional items for rater and senior raters to consider in the future pertain to the quality of NCOER bullet comments. The panel noticed a tendency among rating officials to inflate ratings. Raters must ensure bullet comments are supported by clear and measurable comments. For example, things like "Selected for Sergeant Audie Murphy Club" or "NCO of the Year" demonstrates a clear indicator of how good the Soldier is during the rating period. Senior raters must ensure they paint a clear picture about an NCO's standing among his peers when they recommend someone be promoted. For example, "ranks number 2 out of 23 NCOs I senior rate." A careful enumeration from the senior raters helps board members grasp the Soldiers potential.

(1) Excellence Ratings. Many rating officials rendered unsubstantiated "excellence" ratings by failing to quantify NCO performance and potential in the corresponding bullet comments.

(2) Senior Raters. To avoid inflation, it is important that senior raters reserve the highest evaluations for the best-qualified NCOs. Additionally, bullet comments must be specific regarding the promotion potential. For example, comments such as "promote now to MSG; groom for SGM" sends a clear messages regarding promotion potential. Again, these comments must be reserved for the best NCOs.

(3) Photos. A number of photos were observed with NCOs wearing SSG rank. Several were older than five years, but the majority were within five years of the board convene date. It is imperative that NCOs update their official photo whenever there are any changes to the uniform (i.e., rank, service stripes, and awards) even if the current photo is less than five years old.

b. CMF structure and career progression. No changes recommended.

c. Other. No changes recommended.

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6. CMF Proponent Packet.

a. Overall quality. The Proponent Packet contained useful information that accurately prepared panel members to review and vote CMF 88 records.

b. Recommended improvements. No changes recommended.



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Panel Chief